

DEPARTMENT OF THE ARMY
Headquarters. 1st Battalion, 24th Infantry,
1st SBCT, 25th Infantry Division
Fort Wainwright, Alaska 99703

02 July 2012

MEMORANDUM FOR LEADERS

SUBJECT: Command Philosophy

Vision for the Battalion: An infantry battalion trained and ready to deploy and win in any type of conflict, against any threat, in any environment; a unit with fit, aggressive leaders that are experts in their field; a unit that provides the leadership and support systems to care for Soldiers and Families: a unit that builds and enforces systems to operate efficiently and accurately.

The following Lines of Effort are guidelines for how I prioritize requirements and serves as an azimuth for all that we will do.

Soldier Readiness

Ensure Soldiers and Families are adequately prepared and supported to deal with the stresses of combat, reintegration, and extended training events.

Monitor and correct individual Soldier deployability and fitness metrics routinely, accurately, and objectively.

Empower and develop Leaders at every level to ensure the safety and effectiveness of their Soldiers.

Identify high risk Soldiers and families to develop and resource comprehensive plans to mitigate and remove stressors.

Train our Soldiers and Families to solve their own issues and to know when they should ask for help.

Training Readiness

Leader training and certification is the foundation for success in combat in an uncertain environment. Resource, rehearse, and protect leader training for every training event.

Planning, resourcing, and assessing training is a training event in and of itself.

Build cohesive, aggressive units that can execute battle drills, are lethal with every organic weapon, and can care for their wounded.

Ruthlessly enforced standards and mastery of basic skills will ensure trained and confident leaders and units.

Every training event is measured against objective and published metrics; plan and resource retraining for every mission.

Accept risk to allow leaders and soldiers to attend professional development courses in spite of the cost to the unit or comfort levels.

Honest and accurate assessments of training and unit capability are critical to both unit and leader development.

We will model our administrative and training systems against those that we have refined in a decade of combat operations to maintain familiarity and enhance efficiency.

When in doubt, focus training on three things: Physical training, marksmanship and small unit drills.

Equipment Readiness

You will train, deploy, and fight with the equipment you own right now; treat it as such.

Reinforce CSDP systems to ensure necessary equipment is both present and serviceable.

Accurately identify and articulate requirements for additional resources and the impact if they are not provided.

Expand scheduled services to include Soldier and training maintenance: realistically scheduled, adequately resourced, with Leader enforcement of standards.

All equipment is signed for by someone and that someone is accountable for it. FLIPLs are necessary at times, but are generally reserved for forces of nature and enemy actions, not for ruck sacks falling off the back of a vehicle.

Build Teams

Leverage each event and opportunity to build teams at every level from the Family through the BCT.

Be the model of team work in every direction. We're each on multiple teams in different capacities.

Take care of each other in every situation and every environment.

I will not tolerate an environment of "haves and have nots" at any echelon. Create cohesion through realistic training, shared goals and experiences, and social events.

Bullets on the New Commander

- The CSM speaks for me in every situation.
- I take my work and my responsibility very seriously. I do not take myself seriously.
- I have favorites. Those who produce results, regardless of rank or MOS are my favorites.
- I am fluent in sarcasm. No one will be spared my sense of humor.
- Physically and mentally strong people impress me; excuses do not.
- Our time is valuable, and will not be wasted due to inefficient meetings. Identify requirements and decisions, allocate time, and enforce it.
- I love my family and plan on spending time with them. Stay focused, work fast, go home. You will be amazed at what can be accomplished if you are comfortable working at Mach 1 speed.

MATTHEW D. MACNEILLY
LTC, IN
Commanding